

Sports Partnership Herefordshire & Worcestershire Board Meeting
3rd December 2019 6pm to 9pm
University of Worcester

1. Present:

Jem Teal (JT), (Chair)
 Steve Brewster (SB), Chief Executive Officer, Sports Partnership H&W
 Susie Scriven (SS) – Independent Director
 Denise Strutt (DS) (Stakeholder and Staff Lead) Independent Director
 Alan Gilmour – (AG) Independent Director
 Jim O’Toole (JO) – (Business Development Lead) Independent Director
 Sarah Blackburn (SBL), (SPHW) Minute Taker

Apologies:

Sarah Mackay (SM) Business Development Manager, SPHW
 Laura Fish – (LF) Independent Director
 Rebecca Widdowson (RW) – (Governance and Finance Lead) Independent Director
 Frances Howie (FH), (Vice-chair) Independent Director

Item	Discussion Points	Action
1.	Present & Apologies – see above	
2.	<p><u>Election of Vice chair (Senior Independent Director):</u></p> <ol style="list-style-type: none"> 1. FH looking to step down. 2. Board will look to recruit new members. JT is meeting with Pete Sugg (Director at Young Solutions). Pete also has interests in disability sport and has been involved in sports development in Worcestershire. 3. It was agreed that JT will split the VC role and the FAR committee chair role and provide specific job descriptions for each role. Once these have been circulated, nominations will be taken for the two roles. <p>ACTIONS:</p> <ul style="list-style-type: none"> • New role descriptions for VC and FAR Chair. 	JT
3.	<p><u>Finance Audit and Risk Sub-Group:</u></p> <ol style="list-style-type: none"> 1. JO covered the main points from the meeting on 11th November 2019. 2. The FAR sub-group clarified the purpose of the sub-group which is to scrutinise and ensure the integrity of the company accounts and to ensure that the risk register is rigorously utilised as a risk management tool. 3. The risk scores and mitigating actions on the Risk Register were reviewed and some amends made. 4. The finance policies were reviewed and it was agreed that the long-term financial position of the company needed to be considered in depth. 5. It was agreed that the company Reserves were too large and funding should be utilised to ensure staff security or to employ additional staff for new business development projects. 6. RW suggested that the remaining reserves be invested more efficiently. 7. JO commented that aligning the accounts to the Charity omission standards was beneficial and allowed greater scrutiny and transparency. 8. The FAR sub-group approved the audited accounts. 9. Upon the recommendation of FAR, the board accepted the audited accounts: proposed JT, seconded AG. 10. The Risk Register and Reserves Policy were adopted. 11. As retaining funding was perceived as the main risk, it was felt that 2 new jobs should be considered. One should be an operations manager with commercial experience who could fulfil the role of business development manager now that 	

	<p>Sarah Mackay has resigned. The other role would be a more executive role, also with a view of generating income but more strategic, working as deputy CEO.</p> <p>12. DS, JT and SB will draw up the job descriptions and circulate.</p> <p>13. It was agreed that the roles should be considered on short term contracts to mitigate poor performance.</p> <p>14. JT suggested that a new staff structure should be drawn up.</p> <p>15. JO highlighted the fact that PR is a weakness and that all staff should have a sales mentality and that new opportunities need to be sought to promote the company (e.g. New logo launch).</p> <p>16. AG suggested that the FAR ToR should state clearly the boundaries of the group as they are only an advisory group. He will email a copy of an example to JT.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • SBL – upload amended Risk Register • RW – follow up on investment opportunities with SB. • DS, JT and SBL to draw u new JDs and PSs • AG – email ToR to JT 	<p>SBL RW JT AG</p>
<p>4.</p>	<p><u>Board Evaluation:</u></p> <ol style="list-style-type: none"> 1. All 121 interviews between board members and Chair were completed on Friday and JT provided a summary of the comments – which he will perfect and use to feed into the action plan. The action plan will also align to the Campbell Tickell report. This will be circulated before Christmas. 2. Some comments related more to the CEO and so were not reflected in the summary but which will be addressed at the CEO’s appraisal. 3. The summary did not include the Chair’s views. 4. An annual meeting planner needs to be sent out. 5. Some discussion was had regarding the role of the board being 75% strategic and 25% governance and that understanding each person’s skills was important to allow each members to add value to their roles. 6. AG and SB had agreed that the board ideally only needed feedback on 20 KPIs and all agreed that a one pager covering the top three or four priorities was essential for use in board meetings and for stakeholder engagement. 7. It was agreed that whist the board evaluation was a SE requirement, it had been a useful exercise and should be done annually. 8. AG will email a copy of another appraisal example. <p>ACTION:</p> <ul style="list-style-type: none"> • CEO Appraisal – JT • Annual meeting planner – SBL • AG will email a copy of another appraisal example. • Amended summary sheet and action plan to be completed - JT 	<p>JT SBL AG JT</p>
<p>5.</p>	<p><u>Priorities 2020:</u></p> <ol style="list-style-type: none"> 1. SE is revising it’s strategy for 2020 but the general focus is on physical activity. 2. SB will invite board members to any consultation events. 3. The new logo soft launch will take place in January and the official launch will take place in April. 4. SB highlighted the main priorities for SPHW: <ol style="list-style-type: none"> a) Programme delivery b) Recruitment of 2 new posts c) Widening the range of stakeholders (our role is to enable and facilitate) d) Influencing/advocacy and connecting the dots in the health system/strategic commissioning 	

	<p>e) Getting funding into the system e.g. small grants for clubs, section 106 funding for communities (opportunity for marketing and PR campaign)</p> <p>5. It was agreed that one of our KPIs should be getting funding into the two counties – all awards should then be publicised</p> <p>6. AG and SB had agreed that the board ideally only needed feedback on 20 KPIs and all agreed that a one pager covering the top three or four priorities was essential for use in board meetings and for stakeholder engagement.</p> <p>7. Finding additional sponsors/commercial partners for projects should be a focus for the new year.</p> <p>8. A discussion was held regarding Herefordshire and the lack of infrastructure and support for clubs. It was agreed that an earnest debate should be held at a future meeting to discuss how we could influence and impact the situation. Meeting possibly to be held in Hereford.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • SB to draw up one page priority sheet 	SB
	<p>Date of Next Meeting: Tuesday 28th January 2020, Edward Elgar Building EE G020, University of Worcester</p>	